

Performance Management Process

Core Competencies: The eight competencies identify the core capacities that all staff must have and use to complete their duties and responsibilities. The ratings reflect what success looks like at that level. All staff is assessed against these competencies.

Core Competency	Exceeds Expectations	Meets Expectations	Needs Improvement	Unacceptable
Initiative and Accountability for Results: Focuses on Employee's ability to exhibit leadership in addressing challenges and problems. Explores ability of employee to be productive and efficient in shepherding projects through to successful completion and to assume responsibility for positive results. Employee is able to anticipate outcomes and obstacles and plan accordingly to address. Employee is able to identify and promote new initiatives and suggestions to advance work of LSC. Employee is a self-starter, is conscientious, and makes sound decisions.	<p>Consistently and significantly exhibits positive leadership in addressing challenges and problems. Exceeds expectations on all assigned tasks and commitments, and holds self responsible for results. Is highly productive and efficient.</p> <p>Addresses challenges without prompting or supervision. Always identifies obstacles before they become overwhelming and articulates a plan to address. Proposes solid, pragmatic, innovative ideas for improving systems and outcomes.</p>	<p>Routinely exhibits leadership in addressing challenges and problems. Routinely completes assigned tasks on time and follows through on commitments with a focus on positive results. Productive and efficient.</p> <p>Addresses challenges without prompting or supervision. Usually identifies obstacles before they become overwhelming and at times articulates a plan to address. At times proposes ideas and solutions to improve outcomes.</p>	<p>Inconsistently demonstrates leadership in addressing challenges and problems. Inconsistently completes assigned tasks on time and follows through on commitments. Inconsistent focus on ensuring positive results. Productivity and efficiency are inconsistent.</p> <p>Inconsistent in development of proposals to address challenges without prompting or supervision. Inconsistent in identifying obstacles before they become overwhelming.</p>	<p>Rarely exhibits leadership in addressing challenges and problems. Regularly fails to complete assigned tasks on time or follow through on commitments. Regularly fails to assume responsibility for positive results. Regularly fails to be productive or efficient.</p> <p>Rarely develops proposals to address challenges without prompting or supervision. Regularly fails to identify obstacles before they become overwhelming.</p>

Performance Management Process Competencies/Manager Leadership Qualities

Core Competency	Exceeds Expectations	Meets Expectations	Needs Improvement	Unacceptable
Job Acumen: Focuses on Employee's command of all basic skills and knowledge required for the position in a way that enables Employee to become more efficient, effective, and able to expand job responsibilities. Includes the technical skills needed to perform the job (e.g., legal, business, operational, logic and reasoning, technological, information management, and administrative skills).	Consistently exhibits a strong command of all basic skills and knowledge required for the position, as well as more complex skills that enable the employee to become more efficient, effective, and able to expand job responsibilities. Consistently exhibits strong command of technical skills needed to perform the job.	Routinely exhibits a strong command of most of the basic skills and knowledge required for the position, and at times exhibits more complex skills. Routinely exhibits strong command of most of the technical skills needed to perform the job.	Inconsistently exhibits command of the required basic skills and knowledge. Inconsistently exhibits command of the technical skills needed to perform the job.	Regularly fails to exhibit a command of few of the basic skills, technical skills, and knowledge required for the position. Does not effectively manage information.
Core Competency	Exceeds Expectations	Meets Expectations	Needs Improvement	Unacceptable
Constant Learning: Focuses on Employee's efforts to seek out new information and best practices and build new skills. Employee applies new learning to work and shares it with others. Addresses Employee's self-awareness of strengths and areas for growth, and Employee's ability to leverage those strengths and to address areas for growth.	Consistently seeks out new information and builds new skills and best practices, applies that learning to own duties and responsibilities, and works to share it with others. Is aware of own strengths and limits and consistently leverages strengths and addresses areas for growth.	Often seeks out new information and builds new skills and best practices, and applies it to own duties and responsibilities. Is aware of own strengths and limits and usually leverages strengths and addresses areas for growth.	Inconsistent in seeking out new information and building new skills. Incomplete awareness of own limits and inconsistently addresses areas for growth.	Rarely seeks out new information or builds new skills. Demonstrates little or no awareness of areas for growth.

Performance Management Process Competencies/Manager Leadership Qualities

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<p>Dependability: Focuses on Employee's ability to organize and plan work to meet or exceed deadlines and to locate/produce documents or records while balancing multiple priorities and assignments. Addresses quality of Employee's attention to detail, work habits, fiscal responsibility, and time and attendance record. Addresses ability of Employee to maintain confidentiality of sensitive or non-public information. Examines Employee's adherence to principles of honesty and integrity and to high standards of ethics.</p>	<p>Meets or exceeds all deadlines and can always locate/produce documents or records while balancing multiple priorities.</p> <p>Never is careless or negligent in work habits or in breaching confidentiality. Late arrivals and absences are planned and approved, except in extreme cases, but appropriate explanation is provided.</p> <p>Always demonstrates integrity and is guided by unassailable ethical standards.</p>	<p>Consistently meets deadlines and can routinely locate/produce documents or records.</p> <p>Rarely is careless or negligent in work habits or in breaching confidentiality. Late arrivals and absences are planned and approved, except in extreme cases, but appropriate explanation is provided.</p> <p>Consistently demonstrates integrity and adherence to high ethical standards.</p>	<p>Inconsistently meets deadlines; inconsistent in ability to locate/produce documents or records.</p> <p>Sometimes is careless or negligent in work habits or in breaching confidentiality. Sometimes is tardy, absent, or unreachable without explanation.</p> <p>Inconsistently demonstrates adherence to honest dealing and ethical behavior.</p>	<p>Regularly fails to meet deadlines and to locate/produce documents or records in a timely manner.</p> <p>Often is careless or negligent in work habits or in breaching confidentiality. Often is tardy, absent, or unreachable without explanation.</p>

Performance Management Process Competencies/Manager Leadership Qualities

Core Competency	Exceeds Expectations	Meets Expectations	Needs Improvement	Unacceptable
Adaptability: Focuses on Employee's ability to perform under stress and to adapt work and output during non-routine situations and periods of ambiguity. Addresses Employee's problem-solving skills and flexibility in addressing shifting priorities and unexpected situations.	Consistently excels under stress. Adapts well and consistently is able to perform job responsibilities at a high level during non-routine situations and periods of ambiguity. Is an effective problem solver and able to effectively shift gears when necessary.	Adapts well and usually is able to perform job responsibilities at a high level during non-routine situations and periods of ambiguity. Is generally a good problem solver and able to effectively shift gears when necessary.	Inconsistent in adapting to changing circumstances and inconsistently performs job responsibilities at a high level during non-routine situations and periods of ambiguity. Sometimes is a problem solver and able to shift gears when necessary.	Regularly fails to adapt well and is unable to perform job responsibilities at a high level during non-routine situations and periods of ambiguity. Regularly fails to solve problems and is not able to shift gears when necessary.
Customer Service Focus: Focuses on Employee's ability to respond to inquiries in a timely, respectful, and solutions-oriented manner. Addresses interpersonal skills and the ability of Employee to work with others in a friendly, courteous, and professional manner that reflects positively on LSC. Examines Employee's ability to address and resolve conflicts and challenges by recognizing and understanding competing approaches and points of view	<p>Always responds to inquiries in a timely, effective, respectful, and solutions-oriented manner. Is proactive and remains involved until matter is resolved. Owns the problem.</p> <p>Is always friendly, positive, courteous, and professional in dealings with others and conducts self in way that reflects positively on LSC. Consistently demonstrates professionalism and tactfully resolves conflicts.</p>	<p>Consistently responds to inquiries in a timely, respectful, and solutions-oriented manner.</p> <p>Consistently is friendly, positive, and courteous in dealings with others.</p> <p>Consistently demonstrates professionalism and tactfully resolves conflicts.</p>	<p>Inconsistent in responding to inquiries in a timely, effective, respectful, and solutions-oriented manner.</p> <p>Inconsistent in being friendly, positive, and courteous in dealings with others.</p> <p>Inconsistently demonstrates professionalism and successful resolution of conflicts.</p>	<p>Regularly fails to respond to inquiries in a timely, effective, respectful, and solutions-oriented manner.</p> <p>Regularly fails to be friendly, positive, or courteous in dealings with others.</p> <p>Regularly fails to demonstrate professionalism and resolve conflicts.</p>

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Communication: Focuses on quality of Employee's oral and written communication (including written work product) by examining grammar, punctuation, and spelling errors, as well as the tone, clarity, conciseness, and effectiveness of the communication. Addresses ability of Employee to adapt communication to the audience, as well as the ability of the Employee to demonstrate active and effective listening and questioning skills.	<p>Written communication is free of grammar, punctuation, and spelling errors. Oral and written communication is always consistently clear, has appropriate tone, is concise, and effective. Adapts communication appropriately to the audience.</p> <p>Consistently demonstrates effective listening and questioning skills and communicates respectfully, tactfully, professionally and candidly, even in difficult situations.</p>	<p>Written communication rarely has grammar, punctuation, or spelling errors. Oral and written communication is generally clear, has appropriate tone, and is concise and compelling.</p> <p>Consistently demonstrates effective listening and questioning skills and communicates respectfully and candidly with a variety of audiences.</p>	<p>Written communication regularly has grammar, punctuation, or spelling errors. Oral and written communication often is unclear and not concise.</p> <p>Inconsistently demonstrates effective listening and questioning skills and ability to engage in professionally appropriate communications.</p>	<p>Written communication has pervasive grammar, punctuation, or spelling errors and requires editing to correct basic mistakes. Oral or written communication is rarely clear, concise or effective.</p> <p>Regularly fails to demonstrate effective listening or questioning skills and/or to communicate in a professionally appropriate manner.</p>

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Core Competency	Exceeds Expectations	Meets Expectations	Needs Improvement	Unacceptable
<p>Teamwork: Focuses on ability of Employee to collaborate, cooperate, and communicate with others effectively while exhibiting leadership in fostering these actions in others. Addresses ability of Employee to seek out opportunities to support and assist colleagues in carrying out their assigned duties, as well as the Employee's ability to build productive relationships with all colleagues (i.e., supervisors, peers, support staff) and external stakeholders.</p> <p>Addresses ability of Employee to work with diverse teams with an effective mix of varying approaches and points of view.</p>	<p>Goes out of way to collaborate, cooperate, and communicate with others, and exhibits positive leadership while fostering these actions in others. Seeks out opportunities to support and assist colleagues in carrying out their assigned duties.</p> <p>Strongly and consistently builds productive, helpful relationships with all colleagues. Always works well with diverse teams and brings out the best in others.</p>	<p>Consistently collaborates, cooperates, and communicates well with others. Regularly assists colleagues in carrying out their assigned duties.</p> <p>Maintains productive relationships with all colleagues. Works well with diverse teams.</p>	<p>Inconsistently collaborates, cooperates, or communicates effectively with others. Inconsistent in assisting colleagues in carrying out their assigned duties.</p> <p>Has some difficulty maintaining productive relationships with colleagues.</p>	<p>Regularly fails to collaborate, cooperate, or communicate effectively with others. Rarely assists colleagues in carrying out their assigned duties.</p> <p>Has strained relationships with colleagues. May exhibit insubordination to supervisors.</p>

Performance Management Process Competencies/Manager Leadership Qualities

Manager Leadership Qualities: The five leadership qualities identify the core capacities that managers must have and use to work with staff to identify and achieve goals, leverage resources, maximize employees' potential, and successfully complete LSC's work in accordance with its mission and goals. All managers are assessed against these qualities.

Leadership Quality	Exceeds Expectations	Meets Expectations	Needs Improvement	Unacceptable
Organizational Vision: Consistently understands, communicates, and promotes LSC's strategic goals. Motivates and inspires others. Clearly articulates team and individual roles within LSC. Actively engages team members to define and achieve goals that advance LSC's strategic initiatives. Promotes organizational integration and collaboration for the good of LSC as a whole.	<p>All direct reports are able to articulate LSC's strategic goals and understand their connection to the broader organizational vision.</p> <p>Consistently engages team in setting and monitoring individual and team goals that are aligned to organizational goals.</p>	<p>75% of direct reports are able to articulate LSC's strategic goals and understands their connection to the broader organizational vision.</p> <p>Consistently engages team in setting and monitoring individual and team goals that are aligned to organizational goals.</p>	<p>50% of direct reports are able to articulate LSC's strategic goals and their connection to the broader organizational vision.</p> <p>Individual and team goals are not consistently aligned to organizational goals; goals are only sometimes monitored.</p>	<p>Less than 50% of direct reports are able to articulate LSC's strategic goals and their connection to the broader organizational vision.</p> <p>Individual and team goals are poorly aligned with organizational goals; goals are rarely monitored.</p>

Performance Management Process Competencies/Manager Leadership Qualities

Leadership Quality	Exceeds Expectations	Meets Expectations	Needs Improvement	Unacceptable
Identifies and Achieves Results: Defines outcomes and leads and supports others to achieve them. Is adaptable and flexible. Supports innovation and creativity. Open to new ideas and alternative approaches. Actively engages the cooperation of stakeholders on common goals and projects. Anticipates and meets needs of employee's and LSC. Advances tangible accomplishment of LSC's strategic goals and initiatives.	<p>Strongly communicates and motivates to ensure individuals and team understand expectations, outcomes, and critical timelines. Welcomes different ways of reaching identified outcomes.</p> <p>Anticipates and employs strategies to mitigate risks (e.g., proactively identifying and clearing obstacles). Consistently responds quickly, substantively, and helpfully to requests for guidance and feedback and proactively provides guidance and feedback regularly.</p> <p>Consistently makes decisions in difficult situations and gets everyone on board.</p> <p>Always achieves positive results. Accomplishes all goals set in annual performance plan.</p>	<p>Effectively communicates and motivates to ensure individuals and team understand expectations, outcomes, and critical timelines.</p> <p>Consistently acts when team is off track to meet identified expectations. Consistently responds to requests for guidance and feedback.</p> <p>Consistently makes decisions in difficult situations.</p> <p>Consistently achieves positive results and realizes most goals set in annual performance plan.</p>	<p>Inconsistently communicates to ensure individuals and team understand expectations and outcomes at the onset of a task.</p> <p>Has difficulty acting effectively when team is off track to meet identified expectations.</p> <p>Inconsistently responds to requests for guidance and feedback.</p> <p>Inconsistent in making decisions in difficult situations.</p> <p>Inconsistent in achieving positive results and in meeting goals set in annual performance plan.</p>	<p>Regularly fails to communicate and motivate to ensure individuals and team understand expectations and outcomes.</p> <p>Regularly fails to address situations when team is off track to meet identified expectations. Frequently fails to respond to requests for guidance and feedback.</p> <p>Fails to make decisions in difficult situations.</p> <p>Regularly fails to achieve positive results or to meet more than a few goals set in annual performance plan.</p>

Performance Management Process Competencies/Manager Leadership Qualities

Leadership Quality	Exceeds Expectations	Meets Expectations	Needs Improvement	Unacceptable
Organizational Capacity-Building: Develops individuals, sustains teams through reflection and knowledge management, and retains employees appropriately. Promotes and maintains a diverse and inclusive workforce and draws on that diversity in furthering LSC's goals. Displays commitment to employee development and growth.	<p>Systematically assesses the professional development needs and interests of employees and consistently provides appropriate professional development. Delivers professional development through a variety of channels. Consistently reviews professional development plans with team and individuals, ensuring proper follow-through.</p> <p>Routinely and systematically encourages reflection on outcomes and institutionalization of lessons learned. Builds capacity of team members individually and collectively.</p> <p>Consistently retains high performers on team and identifies opportunities for high-performing staff to move into new roles. Consistently and appropriately addresses performance problems. Identifies and leverages employee strengths.</p>	<p>Assesses the professional development needs and interests of employees and provides appropriate professional development. Consistently reviews professional development plans with team and individuals.</p> <p>Encourages team and individual reflection on project outcomes and the documentation of lessons learned. Generally retains high performers on team. Addresses performance problems appropriately.</p>	<p>Inconsistent in addressing the professional development needs and interests of individual team members. Inconsistent in reviewing professional development plans with team and individuals.</p> <p>Inconsistently encourages team and individual reflection on project outcomes. Inconsistent in building capacity of individual team members.</p> <p>Inconsistent in ability to retain high performers on team.</p> <p>Inconsistent in addressing performance problems.</p>	<p>Fails to address the professional development needs and interests of individual team members. Rarely reviews professional development plans with team and individuals.</p> <p>Rarely encourages team or individual reflection on project outcomes. Rarely builds capacity of individual team members.</p> <p>Rarely retains high performers on team. Regularly fails to address performance problems appropriately.</p>

Performance Management Process Competencies/Manager Leadership Qualities

Leadership Quality	Exceeds Expectations	Meets Expectations	Needs Improvement	Unacceptable
<p>Candid Communication: Invites feedback and discussion and addresses performance frankly.</p> <p>Effectively communicates departmental and corporation goals to employees. Keeps employees apprised of developments affecting their department and their work. Promotes good and open communication across department and among employees.</p>	<p>Always creates opportunities to actively engage employees in constructive debate and to solicit input. Incorporates feedback as appropriate.</p> <p>Consistently addresses and resolves individual performance and issues affecting team, even in challenging or uncomfortable situations.</p> <p>Consistently discusses with employees departmental and LSC goals, as well as relevant developments and changes. Creates and fosters environment of open and constructive communication across the department, on departmental teams, and at all levels.</p>	<p>Consistently solicits, input from employees and incorporates this feedback as appropriate.</p> <p>Consistently discusses individual performance and issues impacting team, even in challenging or uncomfortable situations.</p> <p>Consistently shares with employees departmental and LSC goals, as well as relevant developments and changes. Facilitates and supports open communication across department and among employees.</p>	<p>Inconsistently solicits input and feedback from employees.</p> <p>Inconsistent in discussing individual performance and issues impacting team.</p> <p>Inconsistent in sharing relevant departmental news and developments with employees. Inconsistent in creating channels of communication or facilitating open communication across department and among employees.</p>	<p>Rarely solicits input and feedback from employees.</p> <p>Only discusses individual performance and major issues impacting team with direct reports at formal performance reviews.</p> <p>Only updates employees on major departmental news and developments. Regularly fails to create channels of communication or facilitate open communication across department.</p>

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Leadership Quality	Exceeds Expectations	Meets Expectations	Needs Improvement	Unacceptable
Positive Work Environment: Understands and addresses the needs of individuals, as appropriate, creates team camaraderie and a positive work environment, and equitably recognizes employee accomplishment at all levels. Demonstrates and promotes integrity and adheres to the highest ethical standards.	<p>Creates a strong working relationship with each direct report and with other colleagues.</p> <p>Ensures there are frequent, effective, and inclusive opportunities for team-building.</p> <p>Consistently celebrates accomplishments.</p> <p>Consistently thanks employees (those on their team and others) for their efforts.</p> <p>Inspires respect and admiration among employees. Sets a strong “tone at the top.”</p>	<p>Has good working relationships with colleagues.</p> <p>Ensures there are frequent opportunities for team-building.</p> <p>Consistently celebrates accomplishments. Thanks employees for their efforts.</p> <p>Is well regarded by employees as a fair manager with integrity.</p>	<p>Inconsistent in maintaining good working relationships with colleagues and in ensuring that there are regular opportunities for team-building.</p> <p>Inconsistent in acknowledging accomplishments and in thanking employees for their efforts.</p>	<p>Has poor working relationships with a significant number of colleagues. Creates few opportunities for team-building.</p> <p>Rarely acknowledges accomplishments or thanks employees for their efforts.</p>